

*S.C. Department of Public Safety  
Agency Accountability Report*

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## Executive Summary

The South Carolina Department of Public Safety was established on July 1, 1993 following the passage of the Government Restructuring Act by the South Carolina General Assembly. The Act and additional restructuring in subsequent years have effectively brought together under the aegis of the Department of Public Safety several agencies or components of agencies which today are identified as the Criminal Justice Academy, the Law Enforcement Hall of Fame, the State Highway Patrol, the Bureau of Protective Services, the State Transport Police, the Division of Motor Vehicles, the Office of Justice Programs and the Office of Highway Safety. The union of these components into one independent state agency substantially changed the way South Carolina's public safety system operates and today offers an unparalleled opportunity to make government services provided by these offices more professional, efficient, customer responsive and responsible than ever before to the public safety needs of the citizens of South Carolina.

Fiscal Year 1999-2000 was a very productive year for the Department characterized by significant systems improvements, enhancements to service delivery capabilities, and cost savings, resulting in increased safety and quality of life for the taxpayers of South Carolina.

Each division of the Department of Public Safety set specific goals for FY 99-2000 aimed to improve services and enhance the safety of citizens. Specifically, the Highway Patrol endeavored to serve the citizens of South Carolina by effectively, professionally, and fairly enforcing the S.C. Motor Vehicle Laws in an effort to reduce crashes, injuries and fatalities along South Carolina highways; the State Transport Police sought to insure the responsible enforcement of all state and federal laws governing the movement of commercial motor vehicles in and through South Carolina to protect the motoring public; the Bureau of Protective Services continued to provide for the protection of the Governor, First Family, Lieutenant Governor, members of the House and Senate, as well as the employees of state offices in the capital city; the Criminal Justice Academy sought to continue to improve the quality of law enforcement services in South Carolina by educating criminal justice professionals with the best law enforcement training and procedures available; the Division of Motor Vehicles continued to refine systems in an effort to effectively and efficiently administer the motor vehicle laws of the state and to improve service availability to customers; the Office of Justice Programs and the Office of Highway Safety set targets for improved customer service, improved availability of grant funding information to stay ahead of current and emerging trends in law enforcement, crime prevention and highway safety in the formulation of grant recommendations.



**Significant performance results for the Department of Public Safety during FY 99-00 include:**

- **Highway Patrol-SCHP 74<sup>th</sup> BASIC** July 19 to December 10, 1999, 44 troopers graduated. SCHP 75<sup>th</sup> BASIC January 10 to May 26, 2000, 32 troopers graduated. SCHP 76<sup>th</sup> BASIC February 26 to May 26, 2000, 18 troopers graduated.
- **Highway Patrol**-From November 1, 1999 until June 30, 1999, the selective enforcement program issued 21,509 cases. Of those cases, 123 were DUI, 195 were DUS, 166 were open container, 11,820 speeding cases, 672 other moving violations, 1603 were seatbelt, 158 child restraint cases and 6,772 other violations.
- **State Transport Police**-Special CMV enforcement activities for detection of driving under the influence and drug abuse interdiction disclosed 138 violations in FY 2000, an decrease of 11 percent over FY 1999, and removed 118 violators from the highways in FY 2000 compared to 142 in FY 1999, a decrease of 17 percent.
- **State Transport Police**-During 2000, STP achieved the capability to issue mobile computers to approximately 100% of the assigned field enforcement officers. The acquisition, officer training, implementation, and use of mobile computers for roadside inspections notably improved field operations. Improvements have been realized in officer timeliness and accuracy related to the completion of Form 63 Driver/Vehicle Examination Reports. As officers become more comfortable with the computer and software program, an increase in the number of inspections is also expected. Planning is underway to extend officers' roadside capability using mobile computers to accessing numerous national and state databases.
- **Bureau of Protective Services**-Special joint operations utilized during large crowd events and protests at the State House such as the March on the Dome and Removal of the Confederate Flag. Security operations were enhanced with a Bike Patrol Unit and Community Oriented Policing Program throughout the capitol complex. Responded to 163 criminal incidents and 631 non-criminal incidents indicative of a reduction in both.
- **Criminal Justice Academy**-The Criminal Justice Academy has equipped a twelve-station computer lab for training. This lab is connected directly to the South Carolina Department of Motor Vehicle Records, SLED, FBI National Crime Center, National Law Enforcement Telecommunications System and the Gang Net.



- **Criminal Justice Academy**-CJA has begun implementation of two satellite training facilities in Charleston and the Upstate area. This will relieve CJA overcrowding, reduce Academy expenditures and travel expense for Academy trainees.
- **Criminal Justice Academy**-The Traffic Safety Officer program has graduated 42 officers to date with an additional 150-200 who are within three or fewer courses of completion.
- **Criminal Justice Academy**-The newly-created Advanced Firearms Training Unit will provide in-service, advanced training to all commissioned members of the Department of Public Safety, and where practical, to other law enforcement agencies.
- **Division of Motor Vehicles**-Consolidated telephone call service to customers in a Call Center, which responds to an average of 1,200 calls per day. Previous maximum wait times of 2 hours were reduced to 20 minutes and average wait time is 5 minutes.
- **Division of Motor Vehicles**-The process of clearing failure to pay traffic ticket suspensions was decentralized from the Columbia Park Street Customer Service Area which assisted 73,691 customers from across the state to DMV Field Offices. This decentralization eliminated cross-state customer travel for direct service.
- **Office of Justice Programs**-The Office of Justice Programs has established a web site with downloadable grant applications, instructions and forms. This will save subgrantees, on an annual basis, considerable time in acquiring documentation necessary to apply for grant funds. It will also save the Office of Justice Programs significant amounts of postage, copying costs and staff time. Technical assistance and resource referrals are available through the web site, in addition to on-site technical assistance and regional workshops now provided by staff.
- **Office of Highway Safety**-Statewide safe driver public education and information initiatives focusing on the leading probable causes of injury collisions, e.g., following too closely, failure to yield the right of way, etc. Such campaigns will include an enforcement component and focus on the reduction of traffic collision related injuries. These initiatives are implemented at all enforcement levels.



### Mission Statement

The South Carolina Department of Public Safety exists to ensure the safety of South Carolina's citizens and visitors. The employees of the Department of Public Safety fulfill this mission by:

*enforcing the traffic, motor vehicle, and motor carrier laws;*

*administering driver's licenses, vehicle titling and registration;*

*educating the public on highway safety;*

*administering highway safety and criminal justice grant programs;*

*operating a comprehensive law enforcement training program and certification process; and*

*providing security and safety services for public officials as well as state properties.*



## Vision Statement

*“The South Carolina Department of Public Safety is trusted and respected as a model state agency, recognized for delivering quality services in an efficient and effective manner.”*

## Values

### **Employees**

*Employees are the agency’s most valued assets.*

### **Integrity**

*Employees conduct themselves with honesty and professionalism.*

### **Mutual Trust and Respect**

*Customers and employees are treated in a fair and impartial manner.*

### **Commitment to Customer Service**

*Customer satisfaction results from providing quality services while treating each person with respect.*

### **Pride in Group Success**

*Employees work together with mutual trust and respect to achieve goals and celebrate successes.*

### **Continuous Improvement**

*Employees continuously evaluate and improve processes and make informed decisions to offer efficient and effective customer service.*

### **Acceptance of Change**

*Understanding, participating in, and accepting change is essential to meeting the agency’s challenges and opportunities.*



## **Leadership System**

The DPS leadership team consists of the Agency Director, Mr. Boykin Rose, and Deputy Directors and Administrators from the program areas and administrative functions. This group meets on a regular basis to anticipate and meet the challenges of a large and diverse agency. These regular meetings, as well as unit, department and staff level meetings help to ensure that DPS maintains its focus upon keeping the citizens and property of the State of South Carolina secure. The agency's values are communicated to employees through the use of meetings; agency policies and procedures; the agency newsletter, (the SAFETYNET), electronic mail and numerous other means. DPS was first accredited by the Commission on Accreditation for Law Enforcement Agencies (CALEA) in 1998. The rigorous accreditation standards set forth by CALEA require that agency management actively participate in the direction and strategic initiatives required to receive and maintain accredited status.

## **Customer Focus and Satisfaction**

DPS is committed to providing the highest quality services to all the individuals and entities it serves through training, education and collaboration. As part of the accreditation process, DPS is required to solicit feedback from its direct customers and the public at large. Surveys are conducted specifically by the Division of Motor Vehicles and for the agency as a whole. Feedback is collected from students at the Criminal Justice Academy through course evaluation forms. The DPS website provides anyone the opportunity to provide comments, complaints and praise to the agency. Many DMV documents can now be downloaded from the agency's website. DPS also has an ombudsman. Feedback received from these sources is used to improve continuously agency functions.

## **Other Performance Excellence Criteria**

### **Strategic Planning**

The process of setting the strategic direction of DPS is accomplished primarily by the management team, senior managers and key agency personnel as mandated by the accreditation process. Goals include fostering an atmosphere of collaboration among DPS employees to achieve a sense of pride in the work they perform, adequate agency facilities, the recruitment and retention of quality personnel, cost-effective use of technology and the ability to meet and exceed customer and citizen expectations. These strategic goals are reflected in the elements of the DPS mission statement below.

- enforcing the traffic, motor vehicle, and motor carrier laws;



- administering driver's licenses, vehicle titling and registration;
- educating the public on highway safety;
- administering highway safety and criminal justice grant programs;
- operating a comprehensive law enforcement training program and certification process; and
- providing security and safety services for public officials as well as state properties.

### Information and Analysis

The accreditation process stresses that the agency continually use measures of performance to assess its progress in order to maintain accredited status. Agency measures of performance include:

- **Highway Patrol**-SCHP 74<sup>th</sup> BASIC July 19 to December 10, 1999, 44 troopers graduated. SCHP 75<sup>th</sup> BASIC January 10 to May 26, 2000, 32 troopers graduated. SCHP 76<sup>th</sup> BASIC February 26 to May 26, 2000, 18 troopers graduated.
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- **Office of Highway Safety**-Statewide safe driver public education and information initiatives focusing on the leading probable causes of injury collisions, e.g., following too closely, failure to yield the right of way, etc. Such campaigns will include an enforcement component and focus on the reduction of traffic collision related injuries. These initiatives are implemented at all enforcement levels.

## Human Resource Focus

Since employees are the most valuable agency asset, one of DPS's most significant goals is recruiting and retaining the highest quality employees possible. This is accomplished by providing the orientation, training and employee relations practices which will promote the highest level of teamwork and employee satisfaction. DPS maintains an extremely active training program for all its employees, both law enforcement and non-law enforcement. Employees are also provided a solid orientation program before beginning work. Innovative human resource policies such as flextime and tuition assistance also increase retention. DPS awarded over \$16,000 in tuition assistance in FY 1999-2000 to 26 of its employees. Recognition is a key focus at DPS as shown by the annual recognition ceremony in January at which over 300 employees are recognized.



## Process Management

Accreditation standards, citizen expectations and stakeholder requirements are the benchmark for DPS process management efforts. In order to work with optimum efficiency, we must always ensure that these interests are consistently reflected in our process improvement efforts. The past year has seen numerous process improvement initiatives as shown below and in the program description sections of this report.

- **Highway Patrol**-The Highway Patrol Special Operations Unit began using aerial patrols to improve overall highway safety.
- **Division of Motor Vehicles**-Consolidated telephone call service to customers in a Call Center, which responds to an average of 1,200 calls per day. Previous maximum wait times of 2 hours were reduced to 20 minutes and average wait time is 5 minutes.
- **State Transport Police**-During 2000, STP achieved the capability to issue mobile computers to approximately 100% of the assigned field enforcement officers. The acquisition, officer training, implementation, and use of mobile computers for roadside inspections notably improved field operations. Improvements have been realized in officer timeliness and accuracy related to the completion of Form 63 Driver/Vehicle Examination Reports. As officers become more comfortable with the computer and software program, an increase in the number of inspections is also expected. Planning is underway to extend officers' roadside capability using mobile computers to accessing numerous national and state databases.
- **Office of Justice Programs**-The Office of Justice Programs has established a website with downloadable grant applications, instructions and forms. This will save subgrantees, on an annual basis, considerable time in acquiring documentation necessary to apply for grant funds. It will also save the Office of Justice Programs significant amounts of postage, copying costs and staff time. Technical assistance and resource referrals are available through the web site, in addition to on-site technical assistance and regional workshops now provided by staff.



## Administration

**Cost: \$15,416,130.10**

\$12,687,938.68 (State)

\$ 2,728,191.42 (Other)

**Goal:** To effectively coordinate and support the program areas of DPS in accomplishing their mission.

**Objectives:**

- 1) Information Technology: Prepare the agency for Y2K compliance.
- 2) Information Technology: Renovate DMV Headquarters' Park Street facility and the Project Phoenix Project Office in preparation for Project Phoenix Phase II rollout.
- 3) Information Technology: Complete infrastructure upgrades to all DMV remote offices statewide in preparation of the Project Phoenix Phase II rollout.
- 4) Information Technology: Upgrade the hardware platform for the agency's administrative support database.
- 5) Human Resources: Implement a tracking system for disciplinary action grievances.
- 6) Human Resources: Revise the Leave and Attendance Policy.
- 7) Human Resources: Revise the Uniform Promotional Policy.
- 8) Human Resources: Eliminate the double keying of personnel data.
- 9) Supply: Receive, process and deliver all receipts in a timely manner.
- 10) Mail Services: Qualify for pre-sort postage rate for agency mailings.



- 11) Procurement: Support DPS' mission through efficient and effective procurement services by streamlining the procurement process and implementing new statewide innovations.
- 12) General Counsel: Develop a tracking system for all case files.
- 13) General Counsel: Develop a system of tracking each task assigned to the Office of General Counsel.
- 14) General Counsel: Develop a set of formal procedures for office operations.
- 15) General Counsel: Establish a system of tracking schedules of all attorneys.
- 16) General Counsel: Inform agency employees of statutory changes that occurred during 2000 legislative session.
- 17) General Counsel: Assist with implementation of statute requiring DPS to install video cameras in all traffic enforcement vehicles in the state.
- 18) General Counsel: Increase agency compliance with the requirement of Policy Directive 182 (titled 'Department Policy Directives and Forms') that all proposed policies and procedures be reviewed by the Office of General Counsel before implementation.
- 19) General Counsel: Undertake a cost analysis of the work done for filing of non-resident motorist lawsuits.
- 20) General Counsel: Separate the functions for the billing and receipt of Freedom of Information Act charges and non-resident motorist fees, to provide for a separation of duties.
- 21) General Counsel: Institute a time and attendance tracking system to track and monitor time spent by attorneys to perform job duties.
- 22) Accounting (General Accounting): Coordinate timely and accurate accumulation of all financial information and distribution of financial reports for DPS. Reconcile all data with the State Comptroller General's Office. Audit all accounting records for adequate control and compliance. Monitor/control the automated accounting system to ensure that all areas are in compliance with generally accepted accounting principles.
- 23) Accounting (Accounts Payable): Process all payments for operations and travel for DPS in an accurate and timely manner and in compliance with generally accepted accounting principles.



- 24) Accounting (Payroll): Accurately and promptly compensate all employees in compliance with state guidelines and deadlines and in compliance with generally accepted accounting principles.
- 25) Accounting (Capital Projects): Monitor and report on all transactions related to repairs, maintenance, renovations, land and/or building acquisitions, and capital improvements for the Department.
- 26) Accounting (Grants Accounting): Provide financial management support to the Office of Safety and Grants and to the subgrantees who have received federal grant funds to ensure compliance with state and federal laws and regulations; responsible for fiscal financial monitoring and on-site visits to each area.
- 27) Accounting (Revenue Accounting): Properly and accurately review and record all revenue transactions and deposit of funds received by DPS; prepare, record and collect on all departmental receivables; distribute related financial reports in compliance with state and federal rules and regulations and in compliance with generally accepted accounting principles.
- 28) Capital Improvements and Compliance: Administer statewide Capital Improvements and ensure statewide agency compliance with OSHA, ADA, and DHEC standards.
- 29) Office of Facilities Management Services: Renovate the S.C. Criminal Justice Hall of Fame, renovate the SA.C. Criminal Justice Academy existing offices, and provide physical moving services for Project Phoenix.
- 30) Office of Audit Services: Assist management in effectively discharging their responsibilities by providing analyses, recommendations and information through internal audits, reviews and consultative services; support the Agency's goals by ensuring compliance of each division with the department's policies and procedures and with national accreditation standards.
- 31) Training and Development:
- (a) Provide a wide variety of training and development programs for DPS employees that address critical training needs in a cost-effective manner.
  - (b) Provide cost-effective reward and recognition programs for all DPS employees.
  - (c) Implement a tuition assistance program for all DPS employees.



**Performance Measures:**

- 1) Information Technology: Researched and tested Y2K compliance on PC's and standard software applications. Coordinated the compilation of agency Y2K contingency plans. Responded to Y2K information requests. Participated in Y2K testing and evaluation on New Year's Day.
- 2) Information Technology: Coordinated voice and data cabling, renovated computer room and data closets, installed and configured approximately 400 PC's and printers, and installed and configured servers. Trained end-users in software basics.
- 3) Information Technology: Coordinated electrical and data cabling upgrades in all sites. Coordinated installation of routers, switches, and circuits to all sites.
- 4) Information Technology: Coordinated the replacement of processor and peripheral hardware and the installation of a new mainframe operating system. Migrated existing data with 100% data integrity retention.
- 5) Human Resources: Preliminary discussions were initiated with the Information Technology Office and the Highway Patrol on developing a tracking system for disciplinary actions and grievances. Discussions will continue.
- 6) Human Resources: Draft revisions to the Leave and Attendance Policy were forwarded to the Office of General Counsel for review on May 15, 2000.
- 7) Human Resource: Draft revisions to the Uniform Promotion Policy were forwarded to the DPS Director's Office for approval on April 14, 2000.
- 8) Human Resources: In concert with the Information Technology Office, work continues on eliminating double keying of personnel data.
- 9) Supply: During FY2000 a total of 2,612 receipts totaling over 260,000 packages were processed accurately and within a 24-hour time frame. All receipts were delivered to requestors in serviceable condition. All receipts are documented on a daily receipt log to ensure that 100% accountability is maintained for all incoming supplies and equipment. The receiving supervisor quality controls all receipt logs to ensure the purchase order number, shipping tracking number, vendor, requestor, and quantity is listed for all incoming receipts. This ensures that accountability is maintained from receipt by supply to receipt by the requestor.



- 10) Mail Services: In FY2000 approximately 2.8 million pieces of permit imprint mail were processed for the Division of Motor Vehicles. Of that total, approximately 171,000 pieces were mailed at the post card rate of \$0.20 per piece for a total cost of \$34,200. The remaining mail pieces were mailed at the piece rate of \$0.33 for a total cost of \$867,570. If this mail had been eligible to be mailed at presort rates, potential postage savings of \$79,661 would have been realized.
- 11) Procurement: The SCDPS Procurement Card Program was expanded agency-wide during fiscal year 2000. It has become a useful procurement tool for the agency. We hope to double the amount of cards in the field from 100 to 200 during the fiscal year. Project Phoenix continues to be the largest on-going project at the agency. The project goal is the total replacement of current hardware, software and business processes at the Division of Motor Vehicles, and requires constant monitoring. The primary contract is between the agency and CACI, but it is supported and enhanced by the two other ongoing large management consultant contracts. PwC holds the contract for independent verification and validation, or risk assessment, of CACI's performance. We have contracted with another division of PwC to identify current DMV employees' business processes, realign them with the new technology provided through the CACI contract and revise those business processes to match the new solutions. These contracts are slated to be completed during this fiscal year. The Procurement Office has successfully survived another procurement audit at the state level and the agency's procurement certification authority granted by the Budget and Control Board has doubled. This has increased the workload of the Procurement staff significantly.
- 12) General Counsel: An Access database has been set up to track all files. All new files will be entered as they come in. Old files will be entered as time allows.
- 13) General Counsel: A system has been set up to log in each new assignment and track its progress until completion.
- 14) General Counsel: A committee of General Counsel employees has been set up to study each function of the office and document the procedures used in each set of tasks.
- 15) General Counsel: A calendar has been set up on the Outlook screen of each PC, so that each attorney can enter his or her activities and schedule. Everyone in the office has access to everyone else's schedule.
- 16) General Counsel: Published and distributed within the agency a book that summarized all statutory changes that affected DPS and included copies of all acts.
- 17) General Counsel: Attorneys have attended all meetings of the video camera committee and actively participated in development of a plan for distributing cameras throughout the State, to assure that distribution is equitable across all geographic areas and agencies.



- 18) General Counsel: The opening paragraph of Policy Directive 182 defines the terms 'Policy Directive' and 'Standard Operational Procedures' in very broad terms, to include any policy, plan, or procedure used to operate the agency. The last sentence of that paragraph then states "All forms and documents created to execute policy or procedure, as defined above, must be reviewed by the Office of General Counsel prior to implementation." Information has been disseminated to all agency administrators about the requirements of Policy Directive 182. All attempts are being made to achieve compliance.
- 19) General Counsel: A task group has been assigned to look at the per-unit cost of providing this service.
- 20) General Counsel: The functions for the billing and receipt of Freedom of Information Act charges and non-resident motorist fees have been separated, to avoid any possible fiscal problems.
- 21) General Counsel: Attorneys prepare and submit weekly reports of activities, to show how time is spent on various job responsibilities.
- 22) Accounting (General Accounting): During FY00, the General Accounting staff distributed monthly management reports to all users within 5 working days after the close of the month. All data was reconciled in a timely manner with the Comptroller General's Office. Audits of voucher and journal entries kept the error rate down to an acceptable rate.
- During FY00, the General Accounting Section worked jointly with the Information Technology Office to provide all DPS divisions/offices on-line access to financial information. This section has also continued to work with the Procurement Section to put into practice the Procurement Card for purchases of small supply needs.
- 23) Accounting (Accounts Payable): The Accounts Payable staff processed 39,506 vouchers and 975 Inter-Departmental Transfers during the fiscal year 1999-2000. The total amount of non-payroll items processed amounted to \$89,040,043. The Accounts Payable section continues to have an excellent turn-around time for travel and regular vouchers. Also, the use of a direct pay voucher has improved the processing time for such items as postage, post office box rentals, registration fees and membership dues.
- 24) Accounting (Payroll): The Payroll Section is performing in an exceptional manner. The Office of Audit Services recently performed an audit of this section and found that all procedures, etc. are being completed in an outstanding, professional approach. Throughout the year, only seven (7) hand checks were requested for the agency for a total of \$5,088. These hand checks resulted from various unusual and unique situations, which required





special circumstances, i.e. legal settlements, delayed field office communications. For FY2000, \$82,663,572 of salaries and wages were processed in a timely manner. Finally, in this fiscal year, the Payroll Section successfully processed the Agency's first bonus payroll during the month of March in order to recognize outstanding employees.

- 25) Accounting (Capital Projects): During FY00, the master listing for Capital Projects was continued which tracked all projects for DPS. This listing and the central location of the bookkeeping function for projects in General Accounting has proven to be invaluable to the status of all existing projects.
- 26) Accounting (Grants Accounting): At the close of FY00, the Grants Master File reflected 374 active grants. Monitoring visits numbered 154 or 41%, which is double the 20% requirement, that is the job standard. During FY00, Grants Accounting has continued to improve on the processing time for Requests for Payment (RFP's) from subgrantees for which the standard turn-around time is 6 days. Currently, these RFP's averages are being submitted within 3 days. Also, the Grants Accounting Office has added an Accounting Supervisor position, which doubles as the senior accountant for one of the grant areas, too. This position serves as an assistant to the Grants Accounting Manager, as does the Special Projects Manager which now has expanded supervisor duties over the Program Coordinator position.
- 27) Accounting (Revenue Accounting): During FY00, Revenue Accounting submitted 10,666 invoices for goods and services. These billings covered registration and title history information, summons books, other license information, investigative reports, etc. These goods and services were billed to other state agencies, police departments, county offices and federal agencies. A new database was designed and operating in FY99 to capture and report dishonored check information. This Microsoft Access database streamlines administrative processes within the areas and allows for more accurate and timely reporting. This new process has enabled us to respond faster to inquiries from the field and enabled us to merge files and print letters from the file. An average of 300-400 returned checks are processed monthly. There is an average collection rate of less than 60 days. Revenue Accounting has continued to develop more user friendly revenue reports for management. This information is vital to budget projections, cash flow, and effective overall management of the agency.
- 28) Capital Improvements and Compliance: CIC completed the Annual Permanent Improvement Program (APIP), Overall Permanent Improvement Program (OPIP), and numerous construction projects. Compliance inspections for ADA and OSHA were completed on 213 facilities statewide. State Deferred Maintenance program inspections were performed on 35 facilities. CIC assessed Highway Patrol buildings as part of the building plan.



29) Office of Facilities Management Services: The renovation of the S.C. Criminal Justice Hall of Fame was completed in regards to the Office of Facilities Management schedule, however, a private contractor was granted additional time due to delay in shipment of specialty equipment. Except for management changes, the project was within budget. We are now working with the contractor to replace or repair defective devices. Existing offices at the S.C. Criminal Justice Academy were completed on time, and were under budget. All physical moves brought about by Project Phoenix at 955 Park Street were successful. We also accomplished many physical changes to the building such as painting, electrical, carpet installation, etc. that were not scheduled.

30) Office of Audit Services: During fiscal year 2000, the Office of Audit Services (OAS) completed a total of 6 internal audits with 109 recommendations issued and conducted 3 additional audits which are pending issuance of final reports in FY 2001. The OAS also completed 1 follow-up audit and 10 special projects. During this period, the Agency Accreditation function was transferred from the Office of General Counsel to the OAS. This function is responsible for monitoring and reporting the Agency's compliance with current national accreditation standards, which cover a number of different areas including human resource issues, law enforcement, and staff development and training. OAS staff members actively participated in several teams to study critical issues affecting the Agency.

31) Training and Development:

- (a) Provide a wide variety of training and development programs for DPS employees which address critical training needs in a cost-effective manner.

Number of different programs offered through Training Catalog: 60

Number of training sessions held: 199

Number of employees who have attended at least one program: 663

Cost per program/per employee trained:

(Professional Development-\$12)

(Leadership Development-\$17)

Attendance rate of programs offered: 19 students

Proportion of positive program evaluations received: 4.6 out of 5

Comment [scdps1]:

A Leadership Development Training Series for DPS Law Enforcement Officers was completed in which approximately 185 middle management law enforcement officers (corporals and sergeants) received 38 hours of training in the areas of Leadership, Time Management, Preventing Sexual Harassment, EPMS, Disciplinary Actions, Writing Position Descriptions, Family Medical Leave Act, Effective Communication, Diversity, Conflict Resolution, and Meeting Leading. The cost per officer to provide this training is \$170 for the entire series. Program evaluations received averaged 4.7 out of possible 5 in



the areas of quality of instructor, written materials and ability to apply the information to the job.

The Office of Training and Development has added several new programs to the curriculum including EEO Training, Personal Finance and "Take This Job and Love It."

- (b) Provide cost-effective reward and recognition programs for all DPS employees.

Number of employees recognized:	303
Cost per person recognized:	\$17.69

- (c) Implement a tuition assistance program for all DPS employees.

Number of tuition assistance applications received:	26
Dollar amount of financial assistance awarded:	\$16,892



## Programs and Services

**Program Name:** *Highway Patrol*

Program Cost: **\$67,633,729.71**  
\$53,940,237.47 (State)  
\$38,939.31 (Federal)  
\$11,273,780.90 (Other)  
\$2,380,772.03 (Uninsured)

**Program Goal:** To serve the citizens of South Carolina by enforcing the South Carolina Motor Vehicle Laws in a fair and professional manner in an effort to reduce collisions, injuries and fatalities on our roads and highways.

**Program Objectives:**

- 1) Effectively enforce the traffic laws for the state of South Carolina; and investigate all traffic collisions within our jurisdiction, with special emphasis on driving under the influence.
- 2) Schedule and deliver proactive in-service training that will address current and future needs of the Patrol while fulfilling all requirements of state law.
- 3) Provide three Patrol training classes.
- 4) Provide the necessary statistics to the Patrol and District supervision to enable them to properly allocate their resources and more closely attain our goals.
- 5) Provide positive efforts to ensure that the most qualified applicants are chosen. Aggressive and assertive recruiting efforts are employed with special emphasis on attracting minorities and female applicants.
- 6) Conduct a comprehensive statewide selective enforcement initiative targeting highways and violations identified by collision data, comparative fatality reports and citizen



complaint data. Said initiative is aimed at reducing traffic collisions and their resulting deaths and injuries.

**Performance Measures:**

- 1) The Patrol issued 767,361 citations of which 12,918 were DUI arrests. Additionally, 609,071 warnings were issued. The Patrol investigated 96,771 collisions during the fiscal year.
- 2) A total of 352 classes covering 94 different subjects were provided during the fiscal year. There were a total of 130,627 subject hours and 7,565 attendees.
- 3) SCHP 74<sup>th</sup> BASIC July 19 to December 10, 1999, 44 troopers graduated. SCHP 75<sup>th</sup> BASIC January 10 to May 26, 2000, 32 troopers graduated. SCHP 76<sup>th</sup> BASIC February 26 to May 26, 2000, 18 troopers graduated.
- 4) The recruiting section made and will continue to make a serious and earnest effort to attract and recruit minorities. Of 588 applicants during the fiscal year there were 122 black males, 22 black females, 393 white males, 24 white females, 22 other males and 5 other females.
- 5) From November 1, 1999 until June 30, 1999, the selective enforcement program issued 21,509 cases. Of those cases, 123 were DUI, 195 were DUS, 166 were open container, 11,820 speeding cases, 672 other moving violations, 1603 were seatbelt, 158 child restraint cases and 6,772 other violations.



<b>Program Name: <i>State Transport Police</i></b>
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**Program Name:** State Transport Police

**Program Cost: \$10,064,179.62**

\$4,061,661.45 (State)  
\$1,091,991.52 (Federal)  
\$4,910,526.65 (Other)

**Program Goal:** To reduce crashes, injuries, and fatalities through enforcement of state and federal laws governing commercial motor vehicles (CMV) and the administration of regulatory programs affecting intrastate and interstate commercial motor vehicles.

**Program Objectives:**

- 1) To decrease the number of CMV crashes in South Carolina;
- 2) To remove unsafe CMV drivers and vehicles from our roads;
- 3) To protect the environment from hazardous materials being inappropriately and illegally transported on our roadways; and
- 4) To reduce premature deterioration of South Carolina's roads and bridges through the Size and Weight Enforcement Program.

**Program Measures:**

1) Total CMV collisions increased from 2729 in FY 1999 to 2872 in FY 2000. Fatal CMV collisions increased from 110 in FY 1999 to 120 in FY 2000. Fatalities in CMV collisions increased from 119 in FY 1999 to 142 in FY 2000. Injury CMV collisions increased from 1360 in FY 1999 to 1439 in FY 2000, and persons injured increased from 2,575 in FY 1999 to 2,659 in FY 2000.

2) Total CMV driver out-of-service (OOS) violations increased from 2,451 to 2,707 in FY 2000 with 2,375 (2,203 in FY 1999) drivers placed OOS. Total vehicle OOS violations decreased from 10,536 to 8,881 with 4,884 (5,181 in FY 1999) vehicles placed OOS. Safety inspections decreased from 33,605 in FY 1999 to 29,415 in FY 2000. These trends have been offset by increases in the number of safety compliance audits conducted, improvements in the



quality of inspections conducted, and increases in the number of citations issued. Additionally, the Division has played an expanded role in special operations at the Department while suffering a reduction in enforcement troop strength during the referenced time frames which has impacted these efforts.

- 3) Special CMV enforcement activities for detection of driving under the influence and drug abuse interdiction disclosed 138 violations in FY 2000, an decrease of 11 percent over FY 1999, and removed 118 violators from the highways in FY 2000 compared to 142 in FY 1999, a decrease of 17 percent.
- 4) In FY 2000, 30 of 72 (42%) trucking companies investigated were not in compliance with safety regulations. In FY 1999, these figures were 34 of 94 (36%). Fines assessed, compliance orders, or compliance letters were issued to 30 (31 in FY 1999) of the 72 companies investigated.
- 5) In FY 2000, 601,780 vehicles were weighed compared to 927,316 in FY 1999 with 11,744 size and weight citations issued vs. 11,809 in FY 1999.
- 6) In FY 1999, 5,782 motor carrier companies held International Registration Program (IRP) accounts. These companies registered 22,325 power units and 974 trailers. During FY 2000, 6160 companies held IRP accounts, registering 21,110 power units and 890 trailers, for a total of 22,000 pieces of equipment. These totals reflect a 6 percent increase in IRP account holders and a one-percent decrease in registered equipment over the FY 99 totals.
- 7) In FY 2000, 5,166 International Fuel Tax Agreement (IFTA) accounts were serviced representing 32,261 transactions. As of June 30, 1999, there were 4,654 active accounts. This represents an 11 percent increase during FY 2000 in active accounts.
- 8) In FY 2000, 397 IFTA and IRP audits were conducted resulting in \$184,190.00 in assessments. This compares to 307 audits resulting in \$64,324.00 in assessments in FY 99.
- 9) During 2000, STP achieved the capability to issue mobile computers to approximately 100% of the assigned field enforcement officers. The acquisition, officer training, implementation, and use of mobile computers for roadside inspections notably improved field operations. Improvements have been realized in officer timeliness and accuracy related to the completion of Form 63 Driver/Vehicle Examination Reports. As officers become more comfortable with the computer and software program, an increase in the number of inspections is also expected. Planning is underway to extend officers' roadside capability using mobile computers to accessing numerous national and state databases.



10) STP's Office of Motor Carrier Services developed, in conjunction with the contractor Lockheed Martin, the procedures and accompanying software necessary to implement staggered new accounts and renewals for International Registration Program (IRP) clients. Staggered IRP new accounts were implemented January 1, 2000, and renewals were phased-in beginning April 1, 2000. The staggered registration procedural change eliminates the annual renewal of more than 6,344 companies representing approximately 28,947 commercial motor vehicles each March by spreading the expiration/renewal dates throughout the year.

11) South Carolina's Intelligent Transportation Systems for Commercial Vehicle Operations (ITS/CVO) Business Plan was prepared and formally accepted by the Federal Highway Administration on May 20, 1999. This business plan represents the successful collaborative effort by the SC Department of Public Safety's State Transport Police, the SC Department of Transportation, the South Carolina Trucking Association, the Federal Highway Administration, and the Federal Motor Carrier Safety Administration. This effort signifies South Carolina's commitment to using ITS technologies to improve the safety and efficiency of commercial vehicle operations. Additionally, South Carolina's ITS/CVO Team completed the Commercial Vehicle Information Systems and Networks (CVISN) Project Plan in June 2000 and forwarded it to the FMCSA for final approval. Upon receipt of the funding specified in the Plan, South Carolina will develop and implement web-based electronic credentialing and the real-time exchange of safety and credentialing data to and from enforcement personnel at the roadside using statewide wireless communications technology.

12) During 2000, the acquisition of Internet access was completed for all seven districts and the off-site location of Special Operations. Districts Five and Seven were integrated into the SCDPS wide area network (WAN) in 1999 through co-location of STP District Headquarters with selected Highway Patrol county offices which resulted in the cooperative sharing of resources.





<b>Program Name: <i>Bureau of Protective Services</i></b>
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**Program Cost:**       **\$3,505,443.50**  
                                  \$2,121,365.02 (State)  
                                  \$1,384,078.48 (Other)

**Program Goals:**       Provide security for the Governor, First Family, Lt. Governor, members of the House and Senate, State House, Capitol Complex, Supreme Court, Courts of Appeal, and other designated state facilities.

**Program Objectives:**

- 1)       To maintain a cost-effective, professional service contract with state agencies in order to maintain contractual security.
- 2)       Increase service delivery through coordination with SLED, House and Senate security and local law enforcement.
- 3)       Continue in-service training to maximize professional security, officer safety, and explosive ordinance detection.

**Performance Measures:**

- 1)       Contractual services were extended with DHEC, the Department of Labor, Licensing and Regulation, the Department of Probation, Parole, and Pardon Services, Commission for the Blind, Department of Revenue, and the Budget and Control Board's Office of Information Technology.
- 2)       Special joint operations utilized during large crowd events and protests at the State House such as the March on the Dome and Removal of the Confederate Flag. Security operations were enhanced with a Bike Patrol Unit and Community Oriented Policing Program throughout the capitol complex. Responded to 163 criminal incidents and 631 non-criminal incidents indicative of a reduction in both.
- 3)       Patrols using the explosive detection K-9 Unit were continued by providing periodic instruction in areas of explosive materials identification at various training locations such as Savannah River Site. BPS has successfully trained and implemented a CERT Team for use during special operations.



<b>Program Name: <i>Criminal Justice Academy</i></b>
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**Program Cost: \$6,214,709.46**

\$ 181,503.88 (Federal)

\$6,033,205.58 (Other)

**Program Goals:** To train criminal justice personnel by providing mandated training and a continuous certification process.

**Program Objectives:**

1) Train sufficient numbers of Basic Law Enforcement, Basic Jail Training, and E-911 Training to meet the demand for new law enforcement officers, local detention officers, E-911 telecommunicators and other training needs.

2) Develop training programs, provide resources and establish a network of delivery systems that meet the training needs of the law enforcement community, Criminal Justice Academy and DPS employees.

**Performance Measures:**

1) Train sufficient numbers of Basic Law Enforcement, Basic Jail Training, and E-911 Training to meet the demand for new law enforcement officers, local detention officers, E-911 telecommunicators and other training needs.

For Fiscal Year 1999-2000, the South Carolina Criminal Justice Academy provided training to 36,430 graduates for a total of 904,331 student hours. Training was provided in the following areas:

<b>Program</b>	<b>No. of Graduates</b>
Law Enf. Basic/CJA	1,883
Law Enf. Basic/Field	268
In-Service	4,100
Corrections	171
Supervisory/Mgt.	213
Judicial	646
Instructor Training	433



Instructor Recert.	57
Guest Instructor	465
External	11,581
Distance Learning	3,011
Special Operations	13,602
<b>TOTAL</b>	<b>36,430</b>

2) Develop training programs, provide resources and establish a network of delivery systems that meet the training needs of the law enforcement community, Criminal Justice Academy and DPS employees.

-At the request of Academy management, a full operational review of the South Carolina Criminal Justice Academy was performed by the DPS Office of Audit Services. This review covered the period July 1, 1996 to November, 30, 1999.

-CJA course evaluation forms were modified to capture more effectively data focused on instructor effectiveness, course content and usefulness. Course evaluations are also administered more frequently than before.

-Process Action Teams have been initiated to review processes and make recommendations to management in the following areas:

-The CJA Handbook, the Admissions/Scheduling/Registration and Slot Allocation process, Professional Development, Training and Technology, Law Enforcement Basic training and Security.

-A contract has been submitted to the University of South Carolina for approval regarding the Academy's upcoming job task analysis project.

- The Academy has equipped a twelve-station computer lab for training. This lab is connected directly to the South Carolina Division of Motor Vehicle Records, SLED, FBI National Crime Center, National Law Enforcement Telecommunications System and the Gang Net.

- The CJA Academic Testing Unit has installed new software which allows for detailed item analysis, tracking of individual test items, pilot testing of proposed test items and test item sorting for multiple examinations.

- A Memorandum of Agreement has been signed between CJA and the Law Enforcement and Corrections Technology Center to assess web-based training, on-line registration and use of CD-ROM for self-paced training.



- CJA secured federal grant funding to begin a domestic violence training program which includes redesign of basic training for officers in domestic violence; seminars available on request for law enforcement agencies statewide, a domestic violence prosecution training tape, a core course in family domestic violence, a national teleconference on domestic violence, a 4-hour advanced prosecution seminar available on request, a 3-day advanced domestic violence investigator course, technical assistance to police agencies on all aspects of domestic violence.

-The Crime to Court program has transitioned to 6 programs annually with the content becoming entirely legal in nature. The procedural content has been absorbed by the PoliceLine program. Web-based programming developed by the Academy and provided to the field on a secure server maintained by ETV will become available.

- CJA has begun implementation of two satellite training facilities in Charleston and the Upstate area. This will relieve CJA overcrowding, reduce Academy expenditures and travel expense for Academy trainees.

-An electronic version of the CJA Policy and Procedure manual has been made available to ensure that employees have access to the most current copy of any given policy.

-Compensatory Time procedures have been reviewed to reduce these expenditures. A 14-day Activity Report is now used to report work time utilization.

- A Capital Projects Planning Committee has been created to identify more effectively capital funding needs.

- The food procurement bid process is in the process of being streamlined.

- Use of television to deliver an additional six hours of advanced training per week to the field is underway.

- The Deputy Director's bulletin board system has been implemented to improve Academy communication. DPS and CJA activities are posted including minutes of the Academy Training Council.

-Academy management recommended that the Law enforcement Training Advisory Council appoint six Ad Hoc committees in the areas of physical fitness standards, Basic Jail Training program and curriculum, South Carolina Training Act and Regulations, Job Task Analysis, Enhanced 911 Training and developing a South Carolina Training Officers Association.



- The Traffic Safety Officer program has graduated 42 officers to date with an additional 150-200 who are within three or fewer courses of completion.
- CJA is utilizing the Digital Document Recorder technology as a more efficient and economical method of document storage and retrieval.
- The newly-created Advanced Firearms Training Unit will provide in-service, advanced training to all commissioned members of the Department of Public Safety, and where practical, to other law enforcement agencies.
- CJA is participating in a broad-based coalition of social service, mental health and health providers from the non-profit sector, representatives from social service, academia, law enforcement agencies and victims of abuse are coming together to develop model strategies to combat child abuse. These strategies include increased public awareness, increased and improved training for those who interact with abused or at-risk children and increasing the community's capacity to document and treat victims.



<b>Program Name: <i>Division of Motor Vehicles</i></b>
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**Program Cost: \$44,790,004.58**

\$30,148,977.21 (State)

\$13,822,939.06 (Other)

\$ 818,088.31 (Uninsured)

**Program Goals:** To administer effectively the motor vehicle laws of the state to insure highway safety. Functions include the registration and titling of motor vehicles, licensing of vehicle operators, driver improvement, enforcing license suspensions and revocations, compliance with minimum liability insurance requirements, registration of voters and organ donors, and maintenance of an automated system to store and retrieve license and registration records.

**Program Objectives:****Introduction:**

During the past year, DMV restructured the organization to align its core business processes for stronger accountability and more efficient customer service. Field Services, Driver Services and Vehicle Services Administrations were merged to create the new Information Technology Administration, Customer Services Administration and Procedures and Compliance Administration.

The administrator of each administration is now accountable for overall processes, rather than for fragments of processes. The new organizational structure will support DMV implementation of its role in the Department of Public Safety Comprehensive Highway Safety Plan by utilizing the technology and business process improvements being developed in Project Phoenix.

1) Information Technology Administration-Begin Phase II of Project Phoenix. Phase II is the design and implementation of new Information Technology systems for DMV. The systems to be installed include a new Driver License credential system, a new optical document management system, a new driver testing system, new personal computers and printers, new business applications and a relational database management system.

2) Customer Service Administration-Oversees all DMV field offices, headquarters customer service offices, mail-in services and the DMV Call Center, providing assistance to customers complying with state and federal driver and motor vehicle laws.



3) Procedures and Compliance Administration-Oversees compliance with state and federal laws and provides customer assistance pertaining to accurate driver records, qualification of commercial driver's license operators, operation of motor vehicle wholesalers licensed in South Carolina, the driver improvement program and the detection of uninsured motorists.

**Performance Measures:**

1) Information Technology Services-Phase II of Project Phoenix began in May 1999 and is scheduled for completion in May 2001. The following contract deliverables have been submitted. These documents provide the required planning information and technical specifications to guide the project.

- Technical Proposal
- Project Plan
- Payment Plan
- Functional Capabilities and Objectives Document
- Disaster and Business Recovery Plan
- Quality Assurance Plan
- Configuration Management Plan
- Data Conversion Plan
- Testing Plan
- Training Plan
- Functional/System Design Specifications
- System Implementation Plan

Phase II of project Phoenix consists of two distinct stages. The first is the installation of new hardware to the DMV field offices and headquarters. This new hardware will communicate with the existing mainframe legacy system as required and includes the new driver license credential system, a new optical document management system, a new driver testing system, new personal computers and printers. Acceptance testing for these systems is scheduled for November of 2000 and installation is scheduled for completion in February 2001.

The second stage of Phoenix Phase II is the development of new business applications and databases. This deployment is scheduled for May of 2001.

- Reduced the turn-around time in issuing titles with liens from an 18-day turn-around for titles with liens to an average 7-10 day turn-around. Titles processed in the branch offices are



added to the file in 7 to 10 days instead of the former 33 days. (Issued 6,300,000 vehicle titles.)

- Consolidated telephone call service to customers in a Call Center, which responds to an average of 1,200 calls per day. Previous maximum wait times of 2 hours were reduced to 20 minutes and average wait time is 5 minutes.

3) Procedures and Compliance Administration-Efforts focused on streamlining processes and eliminating unnecessary handoffs.

- The process of clearing failure to pay traffic ticket suspensions was decentralized from the Columbia Park Street Customer Service Area which assisted 73,691 customers from across the state to DMV Field Offices. This decentralization eliminated cross-state customer travel for direct service.

Other accomplishments included:

- Conducted 631 accident-prone driver and 119 medical hearings.
- Processed 171,404 driver license suspensions.
- Processed 12,366 driver's license issuance transactions by mail.
- Generated 81,116 clearance letters.
- Added 883,900 moving violations to the driver file.
- Mailed 46,288 point warning and 3,591 habitual offender warning letters.
- Inventoried 1,114,571 uniform traffic tickets.





**Program Name:** *Office of Justice Programs*

**Program Cost: 1,154,617.08**

\$416,913.16 (State)  
\$457,485.07 (Federal)  
\$ 280,218.85 (Other)

**Program Goal:**

The Office of Justice Programs (OJP) administers criminal justice grant programs by developing, reviewing and accounting for projects and activities which further the goals of enhancing public safety, primarily in the areas of law enforcement, juvenile justice and services to victims of crime. (Note: In January the Office of Safety and Grants was restructured into the Office of Justice Programs and the Office of Highway Safety. This will allow for better program focus, customer service and allocation of staff time).

**Program Objectives:**

- 1) To apply broad analytical and research techniques in the formulation of grant application summaries and recommendations. This provides the South Carolina Public Safety Coordinating Council with accurate and comprehensive information upon which to make grant funding decisions.
- 2) Perform effective site monitoring of all projects and programs.

**Performance Measures:**

- 1) Annual reports and evaluations for the federally funded grant programs have been prepared and delivered on schedule. The South Carolina Public Safety Coordinating Council has endorsed a comprehensive strategic plan for the use of grant funds in jurisdictions with very high violent crime rates. This strategy will focus funding and service delivery to areas that have the greatest need and limited local resources.
- 2) The Office of Justice Programs has established a web site with downloadable grant applications, instructions and forms. This will save subgrantees, on an annual basis, considerable time in acquiring documentation necessary to apply for grant funds. It will also save the Office of Justice Programs significant amounts of postage, copying costs and staff time.



Technical assistance and resource referrals are available through the web site, in addition to on-site technical assistance and regional workshops now provided by staff.



<b>Program Name: <i>Office of Highway Safety</i></b>
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**Program Cost:       \$1,258,140.41**

\$551,044.12 (State)

\$707,096.29 (Federal)

**Program Goal:** The Office of Highway Safety (OHS) administers highway safety grant programs by developing, reviewing, and accounting for projects and activities which further the goals of enhancing highway safety measures for the citizens and visitors of South Carolina.

**Program Objectives:** As part of the OHS's mission to reduce the number and severity of traffic crashes by developing and supporting educational, enforcement, emergency medical services and engineering programs, the following program areas are given priority consideration.

- Statewide safe driver public education and information initiatives focusing on the leading probable causes of injury collisions, e.g., following too closely, failure to yield the right of way, etc. Such campaigns will include an enforcement component and focus on the reduction of traffic collision related injuries. These initiatives are implemented at all enforcement levels.
- Educational components that are designed to reach young drivers, ages 16 – 34 in areas of alcohol, aggressive driving, and inattention. Training programs are developed for the state's judiciary and prosecution section on alcohol related issues. Guidelines for conducting public safety checkpoints, the use of horizontal gaze nystagmus as a field sobriety test, passive alcohol sensors for DUI detection, and DUI sentencing alternatives are addressed in the training programs.
- Extensive training on traffic safety issues for magistrates and judges.
- Projects to establish or strengthen traffic enforcement units within local law enforcement agencies. Such projects include a comprehensive enforcement effort, including alcohol countermeasures, youth alcohol/youth traffic safety programs, comprehensive community programs/safe communities, emergency medical services, occupant protection, pedestrian safety, police traffic services, pupil transportation safety, rail-grade crossing safety, roadway safety, traffic records, and two-wheeled vehicle safety, (motorcycle, moped, and bicycles).



- Projects to improve the collection and analysis of traffic collision data, and to link EMS data, hospital discharge, and citation data.
- Projects promoting traffic safety in construction and maintenance work zones, which includes training and equipment necessary to provide the safe establishment of construction and maintenance work zones for small municipalities and rural areas.
- Projects to educate law enforcement officers in the area of commercial vehicle traffic enforcement.

**Performance Measures:**

Traffic crash, injury, and fatality data are compiled and compared with baseline data at the end of each fiscal and calendar year to measure progress toward accomplishment of short and long-term goals. All goals listed in the annual Highway Safety Plan are evaluated and measured at the end of each calendar year to determine progress or lack thereof. The compilation, comparison, and evaluation of data to determine if stated goals were met are performed by the Statistical Analysis Center of the Office of Highway Safety.

An annual Evaluation Report is completed by December 31 each year for the preceding fiscal year. This comprehensive report provides an in depth analysis of the success or shortcomings of each project funded for that year.

